

Army National Guard Commander's Guide to Retention

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COMMANDER'S GUIDE TO RETENTION

Introduction

The Army National Guard's ability to fulfill its proper role in defense of our States and Nation depends upon the people who make it up and those who support them. As commander, you play a critical role in the retention of good soldiers. The retention of good, quality soldiers -- those who are trained, educated and motivated in soldiering skills -- is the key to fulfilling our defense role and State missions. Encourage good soldiers to stay in the Guard. Make sure they know the opportunities and benefits available to them.

Retention is a command responsibility. It is but one of many demanding responsibilities you have. But, without good soldiers, you cannot do all the rest. This guide is designed to help you discuss several aspects of retention with your soldiers. It puts pertinent, factual information at your fingertips. Discuss this information with your Retention NCO: ask about the technical points and your retention program directive. This will enable you to talk with your soldiers about the value of a Guard career and provide them sound advice and information. One other thing: share this information, and your concerns and priorities for quality care for your soldiers, with the leaders and supervisors at every subordinate level. These are the individuals who will have the most profound effect on your soldiers' decisions to stay or go. These leaders can make your desires and goals reality; or subvert your chances of achieving them.

This material can be used in formal and informal discussions. Retention starts during the recruiting process. When the applicant agrees to enlist or reenlist, we must begin our efforts to make the period of service a rewarding experience. Commanders and leaders must interview and counsel each soldier periodically. An important first step in this effort is the unit Sponsorship and Orientation Program; to make each soldier a part of the unit -- to feel needed. Annual interviews -- to discuss goals and progress -- set the scene for the interview when you will, one day, ask the soldier to stay. The quality of these earlier efforts will have a strong influence on each soldier's decision. The formality and length of discussion are not as important as your degree of concern and sincerity. Soldiers tend to stay with leaders who honestly care for them and about them.

Your operators inspect and adjust their materiel: routine and periodic maintenance. It's done frequently, and checked by officers and NCOs. We must give this same degree of care to our human resources. Leaders must constantly inspect, adjust and tune our soldiers. When we communicate our encouragement, corrections, information, and counsel to them, they are better able to form career decisions... and they tend to stay longer.

The family is extremely important in any retention discussion. Family members who understand and support the Guard encourage our soldiers to participate and excel. Soldiers with family support tend to stay longer.

The soldier's principal employer has a strong effect on any decisions the soldier makes on Guard membership. We must foster a good, open relationship between the Guard, the soldier/employee, and the employer. Informed soldiers who understand the Guard's value usually support our efforts.

The key factors may be communication and awareness. When we talk to our

soldiers, and their families and employers, we promote a good retention environment. When we promote the Guard image, good soldier actions, and unit accomplishments in the community, the increased awareness has a positive effect on every aspect of the Army National Guard.

Analyze your retention situation. There are many resources available to you. Primary duty Retention NCOs may prove quite valuable. Their mission is to help you in every aspect of retention. Talk to them, have them talk to your additional duty retention NCO and to your officers, NCOs, soldiers, and other groups, such as your soldiers' family members. Challenge their resourcefulness and abilities to help you retain good soldiers.

Keep this guide handy, and refer to it as needed. It is designed in looseleaf format so that you may change materials, make notes, and add to it as you learn and gain experience. It's yours for the duration of your command. Have your officers and NCOs look through it. Use it during your officer and NCO meetings. Talk about its contents. As the cover indicates, it is designed for all "commanders", regardless of their actual titles. As you receive new materials, such as bonus program updates, insert them in the guide. And when you are promoted and reassigned, please pass it along to your successor. He or she may not have the extensive experience that you have gained.

The proponent agency of this guide is the Army National Guard Recruiting and Retention Management Center. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to NGB-ARP-RRM, Washington, DC 20310-2500.

DO's and DON'Ts FOR INTERVIEWERS

DO --

- Make sure that counseling is conducted in private. Remember that retention is a very personal thing to many of our soldiers.
- Know as much as possible about each soldier. Review previous interview results and collect information before the interview. Be familiar with the soldier's background, eligibility for extension or immediate reenlistment, bonus eligibility (if any), and feelings and attitudes.
- List the topics you want to discuss. This will help you cover all essential points, and will save time.
- Try to make the soldier feel at ease. An informal, yet professional, atmosphere will usually set a good tone for the interview. It can only be successful when the soldier talks openly and honestly with someone who cares.
- Show a genuine interest in the soldier's personal and professional futures: one is no less important than the other.
- Tailor your discussion to each soldier: consider age, experience, length of service, grade, and interests. Use your research information.
- Stimulate the soldier's personal responsibility for involvement in designing a career plan, and in making decisions.
- Allow the soldier to talk! You are successful when you listen more than you talk.
- Help the soldier focus on personal and career objectives. Point out the opportunities a Guard career provides to attain one's goals.
- Discuss each issue the soldier presents. Nothing is ridiculous, naive, nor unimportant to the soldier. All too often, a soldier's concerns are caused only by a lack of information, or worse, they are brushed aside.
- Be professional at all times. Each of us is proud of the Guard in our own way. We want to discuss the Guard openly and honestly to improve the Guard and help each member become a better citizen and soldier. You may or may not be "buddies": as a professional, your soldiers expect a certain manner or behavior from you. Do not try to be what you are not -- or have not been -- they can tell the difference.

DON'T --

- Belittle, nor talk down to, your soldiers. Treat them with respect.
- Use "hard-sell" techniques. Present the Guard and the unit as they are, and your troops will accept that. Then, challenge your good soldiers to stay, and to help make them better. Everyone will benefit that way.
- Give unasked for advice. Study the differences between counseling or inform-

ing, and intruding in areas that are not appropriate.

- Talk more than you listen.
- Argue, try to dominate, nor get hung-up on your personal viewpoint. An opinion, personal viewpoint, or outlook is something each of you has a right to have. Your interview provides the soldier with an opportunity to present one or more of them. Conduct the interview to help the soldier talk -- not to browbeat or suppress the soldier.
- Criticize the soldier's civilian goals and opportunities. Discuss the soldier's personal side, and the way in which Guard membership can complement the civilian pursuits and help to achieve personal goals.
- Try to answer questions beyond your abilities, knowledge, or authority. If you don't know something, be professional enough to say so. Take the time to find the answer, refer the soldier to someone who knows, or call on a Retention NCO for help. Use references, and ask trained personnel for assistance.
- Apologize for things you do not control. Rules, regulations and policies are set to guide the whole organization. If you do not agree with them, there are established procedures through which you can recommend change.
- Make promises, commitments, statements, or "deals" that you cannot back up. If you promise a soldier something as a part of your retention efforts (whether real or perceived), then you must follow through on that promise. Otherwise, the soldier has grounds to request that the contract be voided due to an unfulfilled or erroneous commitment.
- Forget that Army National Guard members are citizens first; soldiers second. Guard membership must balance the demands of military time and duty on the one hand, with the demands of work, family and play on the other hand.
- GIVE UP UNTIL THE SOLDIER MAKES A COMMITMENT, whether it is to stay, go, talk to someone else, or just think about it until the next interview.

INTERVIEW SCHEDULE

The Army National Guard Retention Program, NGR 601-280, chapter 3, has important interview information. It will help you consider some phases to guide your approach, the several types of interviews you may be required to conduct, and a list of occasions that may be cause to conduct an interview and/or take some action to help a soldier.

This information is only suggestive. Any specific interview, action, or series of these will be prescribed in your State or organizational retention program.

A comprehensive effort to periodically interview each soldier throughout the enlistment period, and career, is the mark of an organization that looks out for its soldiers: leaders who care talk to their soldiers. The difficulty in scheduling interviews is a matter of proper timing. Once you choose a schedule that satisfies the needs of your soldiers, and those of the organization, review the following.

- Who will be interviewed?
- When will they be interviewed?
- Where will they be interviewed?
- Why are they being interviewed?
- What
 - Are the interview objectives?
 - Have the soldiers said in previous interviews?
 - Actions/answers have been provided to the soldiers?
 - Are the soldiers' wants, needs, desires, and goals?
 - Are the soldiers' qualifications for retention?
 - Incentives, programs, and/or options are the soldiers qualified for?
- How will the soldiers be interviewed?

ASK GOOD SOLDIERS TO STAY!

The next four pages are the pages of a folder designed to assist you when counseling your soldiers. For additional information on counseling and interviewing, see FM 22-101 (Leadership Counseling), and NGR 601-280, (ARNG Retention Program).

RETENTION QUALIFICATIONS

Each prospect for extension and immediate reenlistment must meet the following criteria. See NGR 600-200, chapter 2, for specifics.

- Be at least 18 years old, but not have past the 60th birthday, as of the currently scheduled ETS.
- Be a citizen or national of the United States, or a registered alien.
- Be MOS qualified.
- For soldiers entering the ARNG on or after 1 October 1982, possess the required aptitude area score(s).
- Meet the physical standards:
 - For retention, per periodic physical examination (AR 40-501, chapter 10).
 - For weight-for-height (or maximum allowable weight) (AR 600-9).
 - Of physical readiness in AR 350-15 (Army Physical Readiness Test).
- Be qualified with an assigned individual weapon during the current period of service (as extended) as prescribed in weapons training directives.
- Have no record of convictions (except for limited numbers of traffic and/or minor, nontraffic offenses) since the last enlistment or reenlistment.
- If eligible for nonregular retirement (AR 135-180), and a letter, subject: Notification of Eligibility for Retired Pay at Age 60, has been received from the Chief, NGB, have a letter from the State Adjutant General authorizing retention. (Reference: AR 135-205, AR 135-180, and NGR 640-1.)
- Be properly assigned to a position vacancy (AR 600-200, chapter 3, section II), or be authorized for retention as overstrength and/or overgrade.
- If either a sole parent or guardian, or a soldier with a spouse in service, with one or more minor, dependent child(ren), have an approved dependent care plan as required by AR 600-20.
- Have no real or potential situation that may prevent satisfactory participation in peacetime or service during a mobilization, order, or call to active duty.
- Have no disciplinary or attendance problems, indications of substance abuse, or other circumstances prejudicial to good order and discipline.

Ask your Retention NCO to help you determine soldiers' qualifications, identify waivable and nonwaivable disqualifications, and to prepare and process authorized waiver requests for otherwise outstanding soldiers.

Quality soldiers are those who meet all eligibility criteria (including those with approved waivers), who are trained, and who are ready and able to perform.

2 June 1985

RECLASSIFICATION AND RETENTION

When a soldier is performing well, but in an MOS or job with little if any chance for progression, it may be necessary for the soldier to requalify in another job or reclassify into another MOS. It may even be necessary to transfer to another unit. Although this may seem counterproductive, it may be the only way to help the soldier progress and grow in a Guard career. This growth will help the Guard realize the soldier's full potential.

You, your officers, and your NCOs are in the best positions to evaluate your soldiers and their desires, capabilities and limitations. With this information, plus knowledge gained through interviews and counseling sessions (wants, needs, goals, attitudes, skills, knowledge, and qualifications) you can help them increase the value of their Guard careers and, in turn, their value to the Guard.

Part of a good retention program (as well as a good management program) is the effort to match the right soldier with the right assignment. Each action to help a soldier gain a desired MOS and position makes a positive contribution to the retention effort. When you place the right soldier in the right job, you have increased the soldier's personal satisfaction, ensured, to some degree, a sense of trust within the unit and organization, and enhanced the overall readiness of the unit. When you increase the soldier's satisfaction, you also provide a higher degree of assurance that the soldier will complete the term of service; you have reduced the potential for another Non-ETS loss.

In the case of soldiers carried as overstrength or in excess positions, they must be matched to authorized positions (called "double-slotting") in order for them to feel they are productive unit members. Successful commanders extract their soldiers' fullest potential by giving every one a meaningful and productive assignment. This allows every soldier to perform the duty and receive the training promised at enlistment. The unit can then achieve its goals and accomplish its missions.

Stay current with the procedures, requirements, and restrictions covering reclassification in NGR 600-200. Work hard to put the right soldier in every position. When you identify productive and progressive soldiers with good capabilities, challenge and encourage them to move ahead and grow. Job satisfaction is one of the cornerstones of strength. It leads directly to increased readiness, and a consistently high retention rate.

Help good soldiers to grow!

Ask good soldiers to stay!

WAIVERS (NGR 600-200)

Many soldiers who desire to immediately reenlist or extend their current enlistments or reenlistments may be disqualified on one or more standards. (See the section on RETENTION QUALIFICATIONS and the appropriate regulation(s).) In meritorious cases, commanders may request a waiver when a soldier is disqualified on one or more of the following:

- Individuals who cannot qualify for nonregular retirement on or before their 60th birthdays, but who can qualify by their 64th birthdays.
- Certain medical limitations and disqualifications.
- Certain categories of civil and criminal convictions and multiple traffic convictions.
- Certain, special training preconditions, provided the soldier can meet them within specified periods.
- Any other eligibility standard the soldier fails to meet, but which the commander feels were not contributed to by the soldier, may be submitted for consideration.

NGR 600-200 lists waivable standards, waiver approval authorities, and the required forms, documents, and procedures.

Waivers should be submitted as early as 3 to 6 months before the desired date of extension or immediate reenlistment. This will permit timely processing and, if approved, will permit the soldier to continue in the ARNG without a break in service. Any delay in applying for a waiver may cause, at best, a delay in the soldier's pay (when the extension is accomplished at the last possible moment) or, at worst, another soldier lost because of a delayed personnel action.

Soldiers with disqualifying conditions must be counseled that if they elect to separate at ETS, they may not qualify for reenlistment after a break in service. There are certain disqualifications that may be waived for extension or immediate reenlistment but, are nonwaivable for reenlistment after a break in service of more than 24 hours. This can have tragic consequences for soldiers who "think" they are eligible for retirement (but who have not yet received their letter of "Notification of Eligibility for Retired Pay at Age 60"), who have 20 years of service creditable for pay, and who are anxious to "get out" as soon as they can. Too often, these soldiers leave the unit, find they are not yet eligible for retired pay, and are then not eligible to reenlist to complete 20 years for retirement.

Any higher level commander may recommend disapproval, or disapprove, a request for waiver and return it to the unit.

PERIODS OF SERVICE
(Immediate Reenlistment or Extension)

Soldiers who desire to continue their service in the Army National Guard can exercise a degree of control over the period for which they will immediately reenlist or extend. The period depends upon each soldier's career standing, and whether or not an incentive is involved.

Regular Extension or Immediate Reenlistment

1, 2, 3, 4, 5, or 6 years	Soldiers with less than 10 years of service creditable for pay as of the currently scheduled ETS or the date of immediate reenlistment.
3, 4, 5, or 6 years	Soldiers with 10 or more years of service creditable for pay as of the currently scheduled ETS or the date of immediate reenlistment.
1 year or more	Statutorily or contractually obligated personnel who enlisted or reenlisted under the "Try One in the Guard" program, may extend in their ARNG Selected Reserve status for one or more additional years. They must be counseled, however, that their previous obligations remain in effect, and that any portion of the obligations not served in an active unit status must be served in the Individual Ready Reserve (IRR) or the Inactive National Guard (ING). Regardless of the length of the extension or immediate reenlistment, the conditions of the Try One program expire at the end of the second year from the date of enlistment or reenlistment. See NGR 600-200.

Incentive Extension or Immediate Reenlistment

6 years	Soldiers with fewer than 6 years of service creditable for pay as of the currently scheduled ETS or date of immediate reenlistment.
3, 4, or 5 years	For the minimum retention bonus, or --
6 years	For the maximum retention bonus, for -- Soldiers with 6 or more, but 8 or fewer, years of service creditable for pay as of the currently scheduled ETS or date of immediate reenlistment.
3, 4, 5, or 6 years	Soldiers with more than 8, but 9 or fewer, years of service creditable for pay as of the currently scheduled ETS or date of immediate reenlistment.
6 years	For any soldier desiring to participate in the new Educational Assistance Act (the "New GI Bill").

Soldiers who extend or immediately reenlist execute a continuing contract between themselves, and the State and Federal Governments. They must be counseled on the conditions of the contract, and methods to gain relief. Also, regardless of the extension or reenlistment period, soldiers eligible for nonregular retirement (after 20 "good" years of service) must be periodically recommended for retention by a State Qualitative Retention Board. If recommended, the State Adjutant General will issue them authorization letters. If not, they will be discharged from their States, and transferred to the Control Group, Retired. See AR 135-205, and State directives, for Qualitative Retention Program (QRP) requirements and procedures.

DENIAL OF CONTINUED SERVICE

Soldiers who, for one reason or another, are not or cannot be, positive and productive assets of the Army National Guard may be denied continued and future service in the Army National Guard. The procedure is called bar to extension or reenlistment. While there are no current, formal procedures prescribed for the Army National Guard, State Adjutants General may establish procedures for equitable application throughout their individual states. The basic procedures of AR 601-280, Army Reenlistment Program, may be used pending publication of procedures by NGB.

Every commander in the chain of command is responsible to ensure that only the best qualified and most productive soldiers are permitted to continue their service. Soldiers whose continued or future service is not in the best interests of the Army National Guard must be identified as soon as possible and considered for elimination under appropriate directives. Soldiers who do not meet the criteria for early elimination, but whose continued service beyond the currently scheduled ETS, or future service, would be detrimental to the Army National Guard should be formally barred from extension, immediate reenlistment, or future reenlistment.

Should you have a soldier whom you wish to formally bar, and your State does not have established bar procedures, consult your battalion or higher level personnel specialists (including the State Military Personnel Officer) for advice and the form or format to use.

An important factor in retaining good, quality, productive soldiers is the identification and elimination of substandard, nonproductive soldiers. This effort often shows a marked improvement in the morale and productivity of the remaining soldiers in the unit.

The following conditions are the bases for denying soldiers continued or future service in the Army National Guard. These conditions are predicated on the fact that service in the Armed Forces of the United States is a privilege as opposed to a right. You must, however, exercise discretion in all bar actions: your standards must be fair and equitably applied to all soldiers of all grades.

- The first group of reasons for barring a soldier from service does not require a formal, written bar. Instead, they are based on the fact that certain individuals do not meet the criteria or standards published in Army National Guard-wide publications. These soldiers are either ineligible or disqualified.
 - Failure to meet the criteria published periodically by the NGB (in letters).
 - Failure to meet the standards in NGR 600-200, chapter 2.
- The second group of reasons require documentation, either in a formal, written bar or in an alternate written method prescribed in the publication or document denying continued service.
 - Failure to meet the weight-for-height, maximum allowable weight, or appearance standards of AR 600-9.
 - Nonselection for retention by a State Qualitative Retention Board (AR 135-205).
 - Continued failure to participate satisfactorily during scheduled training and other duty but which does not warrant separation under AR 135-178.
 - Nonavailability for active duty under a mobilization, call, or order to active duty (NGR 600-200, chapter 2).

WEIGHT FOR HEIGHT TABLE (Screening Table Weight)
(See Table 1, AR 600-9)

HEIGHT (in inches w/o shoes)	MALE				FEMALE			
	Age				Age			
	17-20	21-27	28-39	40+	17-20	21-27	28-39	40+
58	---	---	---	---	104	107	110	113
59	---	---	---	---	107	110	114	117
60	132	136	139	141	111	114	117	121
61	136	140	144	146	115	118	121	125
62	141	144	148	150	119	123	126	130
63	145	149	153	155	123	126	130	134
64	150	154	158	160	126	130	134	138
65	155	159	163	165	130	134	138	142
66	160	163	168	170	135	139	143	147
67	165	169	174	176	139	143	148	151
68	170	174	179	181	143	147	151	156
69	175	179	184	186	147	151	155	160
70	180	185	189	192	151	156	160	165
71	185	189	194	197	155	159	164	169
72	190	195	200	203	160	164	169	174
73	195	200	205	208	165	169	174	179
74	201	206	211	214	170	174	180	185
75	206	212	217	220	175	179	184	190
76	212	217	223	226	180	185	190	196
77	218	223	229	232	184	190	195	201
78	223	229	235	238	189	194	200	206
79	229	235	241	244	194	199	205	211
80	234	240	247	250	198	204	210	216

Soldiers who exceed the above screening weights, and those whose individual appearance suggests excessive body fat regardless of weight, will be referred to appropriate health care personnel to determine their maximum allowable weights. Without regard to the screening table weights, only those whose body fat percentage exceeds that stated below are "overweight": the screening table is only an indicator.

MAXIMUM ALLOWABLE PERCENT BODY FAT STANDARDS
(Department of Defense Goals: Male - 20%; Female - 26%)

	Age			
	17-20	21-27	28-39	40 & Older
Male (Body fat as a % of body weight)	20	22	24	26
Female (ditto)	28	30	32	34

PROMOTION POLICY (Reference: NGR 600-200, chapter 6)

To Pay Grade	Minimum Time in Grade	Minimum Time in Service	Civilian Education Required	Military Education Required	Promotion Points Required	Promotion Must Be Recommended By	Promotion Authority Is
E-2	4/6 mo ²	NA	NA	See NGR	NA	Unit-level action	Co, Btry, Trp, or Dtch Cdr
E-3	6 mo ²	NA	NA	600-200, chap 6 ³	NA	Unit-level action	Co, Btry, Trp, or Dtch Cdr
E-4	9 mo ²	NA	NA	PLDC	500 ⁵	Unit-level action	Co, Btry, Trp, or Dtch Cdr
E-5	12 mo ²	NA	8th grade ⁴	PLDC	550 ⁵	Organization board	Cdr, 0-5 or higher
E-6	15 mo ²	NA	High School ⁶	PLDC	600 ⁵	Organization board	Cdr, 0-5 or higher
E-7	21 mo ²	NA	High School ⁶	Advanced	650 ⁵	AG-appointed board	Cdr, 0-6 or higher
E-8	24 mo ²	15 yrs ⁸	High School ⁶	Senior	700 ⁵	AG-appointed board	Cdr, 0-6 or higher
E-9	28 mo ²	18 yrs ⁹	High School ⁶	Senior		AG-appointed board	Cdr, 0-6 or higher

- 4 months for certain soldiers; 6 months, computed from IET entry date, unless advanced early under Stripes for Bud-dies or ARNG CASP, or for prior service, educational background, or merit.
- Promotion authorities may waive up to one-half of the required time-in-grade (TIG).
- RCNCOES educational requirements were effective 1 January 1983 and modified 1 January 1984.
- A transcript, report card, diploma, or certificate of completion or equivalency showing satisfactory completion of the 8th or higher grade, or a college transcript, is required.
- Promotion will be based on total points and board recommendation; not on points alone.
- A high school diploma, certificate of completion or equivalency, or a college transcript, is required.
- Consecutive time-in-service (TIS) waivers may be granted for promotion to E-8 and then E-9.
- Promotion authorities may waive up to 4 years of the required TIS or up to one-half of the required TIG. Promotion also requires 8 years of cumulative enlisted service (DOD Pay Manual, part one, chapter 1) (nonwaivable).

ARMY NATIONAL GUARD PAY AND ALLOWANCES

These charts show enlisted, warrant officer, and company grade officer pay and certain allowances. The "potential annual income" column is based on 48 unit training assemblies (UTA) plus 15 days of Annual Training. The basic pay table of this section does not include any special or incentive pays, nor any allowances.

BASIC PAY

Pay Grade	Years of Service	Full Monthly Rate	Daily Rate (Per UTA)	Per Month (4 Assy)	Annual Training (15 days)	Potential Annual Income*
E-1	Under 4 mo	\$590.70	\$ 19.69	\$ 78.76	\$ 295.35	\$1240.47
E-1	4 mo & more	639.00	21.30	85.20	319.50	1341.90
E-2	All	716.40	23.88	95.52	358.20	1504.44
E-3	2 or less	744.60	24.82	99.28	372.30	1563.66
	0/2	785.10	26.17	104.68	392.55	1648.71
	0/3	816.90	27.23	108.92	408.45	1715.49
	0/4	849.30	28.31	113.42	424.65	1783.53
E-4	2 or less	790.50	26.35	105.40	395.25	1660.05
	0/2	834.60	27.82	111.28	417.30	1752.66
	0/3	883.50	29.45	117.80	441.75	1855.35
	0/4	952.20	31.74	126.96	476.10	1999.62
	0/6	989.70	32.99	131.96	494.85	2078.37
E-5	2 or less	847.20	28.24	112.96	423.60	1779.12
	0/2	922.50	30.75	123.00	461.25	1937.25
	0/3	966.90	32.23	128.92	483.45	2030.49
	0/4	1009.20	33.64	134.56	504.60	2119.32
	0/6	1075.20	35.84	143.36	537.60	2257.92
	0/8	1119.00	37.30	149.20	559.50	2349.90
	0/10	1163.70	38.79	155.16	581.85	2443.77
	0/12	1206.30	40.21	160.84	603.15	2533.23
	0/14	1228.50	40.95	163.80	614.25	2579.85
E-6	2 or less	965.40	32.18	128.72	482.70	2027.34
	0/2	1052.40	35.08	140.32	526.20	2210.04
	0/3	1096.20	36.54	146.16	548.10	2302.02
	0/4	1143.00	38.10	152.40	571.50	2400.30
	0/6	1185.30	39.51	158.04	592.65	2489.13
	0/8	1228.50	40.95	163.80	614.25	2579.85
	0/10	1273.80	42.46	169.84	636.90	2674.98
	0/12	1339.20	44.64	178.56	669.60	2812.32
	0/14	1381.20	46.04	184.16	690.60	2900.52
	0/16	1425.60	47.52	190.08	712.80	2993.76
	0/18	1447.50	48.25	193.00	723.75	3039.75
E-7	2 or less	1122.30	37.41	149.64	561.15	2356.83
	0/2	1211.40	40.38	161.52	605.70	2543.94
	0/3	1256.40	41.88	167.52	628.20	2638.44
	0/4	1300.20	43.34	173.36	650.10	2730.42
	0/6	1344.90	44.83	179.32	672.45	2824.29
	0/8	1387.50	46.25	185.00	693.75	2913.75
	0/10	1431.90	47.73	190.92	715.95	3006.99
	0/12	1476.30	49.21	196.84	738.15	3100.23
	0/14	1543.20	51.44	205.76	771.60	3240.72
	0/16	1587.00	52.90	211.60	793.50	3332.70
	0/18	1631.40	54.38	217.52	815.70	3425.94
	0/20	1652.70	55.09	220.36	826.35	3470.67
	0/22	1763.70	58.79	235.16	881.85	3703.77
	0/26	1983.00	66.10	264.40	991.50	4164.30

Pay Grade	Years of Service	Full Monthly Rate	Daily Rate (Per UTA)	Per Month (4 Assy)	Annual Training (15 days)	Potential Annual Income*
E-8	0/8	1607.40	\$ 53.58	\$214.32	\$ 803.70	\$3375.54
	0/10	1653.30	55.11	220.44	826.65	3471.63
	0/12	1696.50	56.55	226.20	848.25	3562.65
	0/14	1740.90	58.03	232.12	870.45	3655.89
	0/16	1786.50	59.55	238.20	893.25	3751.65
	0/18	1827.90	60.93	243.72	913.95	3838.59
	0/20	1872.90	62.43	249.72	936.45	3933.09
	0/22	1983.00	66.10	264.40	991.50	4164.30
	0/26	2204.10	73.47	293.88	1102.05	4628.61
						4024.44
E-9	0/10	1916.40	63.88	255.52	958.20	4115.79
	0/12	1959.90	65.33	261.32	979.95	4209.03
	0/14	2004.30	66.81	267.24	1002.15	4305.42
	0/16	2050.20	68.34	273.36	1025.10	4401.18
	0/18	2095.80	69.86	279.44	1047.90	4486.86
	0/20	2136.60	71.22	284.88	1068.30	4723.11
	0/22	2249.10	74.97	299.88	1124.55	5182.38
	0/26	2467.80	82.26	329.04	1233.90	
						2295.09
						2631.51
W-1	2 or less	1029.90	36.43	145.72	546.45	2631.51
	0/2	1253.10	41.77	167.08	626.55	2850.75
	0/3	1253.10	41.77	167.08	626.55	2979.90
	0/4	1357.50	45.25	181.00	678.75	3107.79
	0/6	1419.00	47.30	189.20	709.50	3234.42
	0/8	1479.90	49.33	197.32	739.95	3368.61
	0/10	1540.20	51.34	205.36	770.10	3495.87
	0/12	1604.10	53.47	213.88	802.05	3625.02
	0/14	1664.70	55.49	221.96	832.35	3751.02
	0/16	1726.20	57.54	230.16	863.10	3885.21
	0/18	1786.20	59.54	238.16	893.10	
	0/20	1850.10	61.67	246.68	925.05	2754.36
						2979.90
						2979.90
						3066.84
						3234.42
W-2	2 or less	1311.60	43.72	174.88	655.80	3411.45
	0/2	1419.00	47.30	189.20	709.50	3540.60
	0/3	1419.00	47.30	189.20	709.50	3670.38
	0/4	1460.40	48.68	194.72	730.20	3797.01
	0/6	1540.20	51.34	205.36	770.10	3929.94
	0/8	1624.50	54.15	216.60	812.25	4059.09
	0/10	1686.00	56.20	224.80	843.00	4187.61
	0/12	1747.80	58.26	233.04	873.90	4356.45
	0/14	1808.10	60.27	241.08	904.05	
	0/16	1871.40	62.38	249.52	935.70	2571.03
	0/18	1932.90	64.43	257.72	966.45	2676.87
	0/20	1994.10	66.47	265.88	997.05	3234.42
	0/22	2074.50	69.15	276.60	1037.25	3454.92
						3582.18
						3711.90
						3841.10
O-1	2 or less	1224.30	40.81	163.24	612.15	2961.60
	0/2	1274.70	42.49	169.96	637.35	3234.42
	0/3	1540.20	51.34	205.36	770.10	3454.92
						3582.18
						3711.90
O-1E	0/4	1540.20	51.34	205.36	770.10	3841.10
	0/6	1645.20	54.84	219.36	822.60	4016.20
	0/8	1705.80	56.86	227.44	852.90	
	0/10	1767.60	58.92	235.68	883.80	2961.60
	0/12	1829.10	60.97	243.88	914.55	3234.42
O-2	0/14	1912.50	63.75	255.00	956.25	3454.92
						3582.18
						3711.90
						3841.10
						4016.20
O-2E	2 or less	1410.30	47.01	188.04	705.15	2961.60
	0/2	1540.20	51.34	205.36	770.10	3234.42
	0/3	1850.10	61.67	246.68	925.05	3885.21
	0/4	1912.50	63.75	255.00	956.25	4016.20
	0/6	1952.70	65.09	260.36	976.35	4100.00
O-2E	0/4	1912.50	63.75	255.00	956.25	4016.20
	0/6	1952.70	65.09	260.36	976.35	4100.00
	0/8	2014.50	67.15	268.60	1007.25	4230.00

Pay Grade	Years of Service	Full Monthly Rate	Daily Rate (Per UTA)	Per Month (4 Assy)	Annual Training (15 days)	Potential Annual Income*
O-2E(cont)	O/10	2119.20	\$ 70.64	\$282.56	\$1059.60	\$4450.32
	O/12	2200.20	73.34	293.36	1100.10	4620.42
	O/14	2260.50	75.35	301.40	1130.25	4747.05
O-3	2 or less	1617.30	53.91	215.64	808.65	3396.33
	O/2	1808.10	60.27	241.08	904.05	3797.01
	O/3	1932.90	64.43	257.72	966.45	4059.09
	O/4	2138.70	71.29	285.16	1069.35	4491.27
	O/6	2241.00	74.70	298.80	1120.50	4706.10
	O/8	2321.70	77.39	309.56	1160.85	4875.57
	O/10	2447.10	81.57	326.28	1223.55	5138.91
	O/12	2568.00	85.60	342.40	1284.00	5392.80
	O/14	2631.30	87.71	350.84	1315.65	5525.73
O-3E	O/4	2138.70	71.29	285.16	1069.35	4491.27
	O/6	2241.00	74.70	298.80	1120.50	4706.10
	O/8	2321.70	77.39	309.56	1160.85	4875.57
	O/10	2447.10	81.57	326.28	1223.55	5138.91
	O/12	2568.00	85.60	342.40	1284.00	5392.80
	O/14	2670.60	89.02	356.08	1335.30	5608.26

BASIC ALLOWANCE FOR QUARTERS

Basic Allowance for Quarters (BAQ) is a non-taxable allowance provided to certain soldiers to help offset the cost of housing. BAQ is authorized only for periods of active duty (including Annual Training). The following amounts are payable when BAQ is authorized.

Grade	WITH DEPENDENTS			WITHOUT DEPENDENTS		
	Monthly	Daily	15 days	Monthly	Daily	15 days
E-1	\$245.70	\$ 8.19	\$122.85	\$137.40	\$ 4.58	\$ 68.70
E-2	245.70	8.19	122.85	150.90	5.03	75.45
E-3	245.70	8.19	122.85	177.60	5.92	88.80
E-4	267.30	8.91	133.65	183.00	6.10	91.50
E-5	309.30	10.31	154.65	210.90	7.03	105.45
E-6	348.00	11.60	174.00	228.00	7.60	114.00
E-7	383.70	12.79	191.85	256.80	8.56	128.40
E-8	412.50	13.75	206.25	300.90	10.03	150.45
E-9	442.80	14.76	221.40	324.90	10.83	162.45
W-1	340.80	11.36	170.40	258.90	8.63	129.45
W-2	390.90	13.03	195.45	306.00	10.20	153.00
O-1	333.30	11.11	166.65	245.70	8.19	122.85
O-2	371.70	12.39	185.85	286.50	9.55	143.25
O-3	433.50	14.45	216.75	355.80	11.86	177.90

VARIABLE HOUSING ALLOWANCE

Variable Housing Allowance (VHA) is a non-taxable allowance added to BAQ payments to offset additional housing costs for high cost of living areas. It is payable where the average cost of housing for a given grade exceeds 115% of the BAQ amount. A VHA rate, if warranted, is established for one or more pay grades within geographic Military Housing Areas. The soldier's duty status and duty station (using the ZIP code) determines whether or not VHA is payable, and the amount to which entitled. Effective 1 October 1983, VHA is not payable to anyone who is on any form of active duty for less than 20 weeks (140 days). State Military Pay Sections have the amount(s) payable to your soldiers.

BASIC ALLOWANCE FOR SUBSISTENCE

Basic Allowance for Subsistence (BAS) is a non-taxable allowance provided to certain soldiers. Enlisted rates are paid on a daily basis when Government meal(s) are not provided. Officer rates are established on a monthly basis, and are paid for active duty (including AT) periods. PVIs under 4 months receive the amounts shown in parentheses "()".

Enlisted: \$5.21 per day when authorized to mess separately, and when on leave. (\$4.82)
\$5.89 per day (except leave) when rations in kind are not available (RNA). (\$5.45)
\$7.80 per day under emergency conditions where no U.S. mess is available. (\$7.21)

Officers: \$109.37 per month.

BONUSES, INCENTIVES, AND OTHER MONETARY BENEFITS

The Federal Government has several items of benefit to many Army National Guard soldiers. Some are classed as bonuses, some as incentives, and others (such as the so-called "New GI Bill") are classed as benefits. In addition to these, many States offer similarly designed items. All of these have one thing in common: to enhance the number and quality of enlistments, reenlistments, and extensions.

Federally-funded programs are all listed in NGB Pam 600-15. This document lists the conditions of entitlement, administrative criteria and procedures, the conditions for continuation, termination, and recoupment, and the individuals (or groups of individuals) to which each is available.

All Army National Guard leaders must be aware of how these items affect their soldiers. Many of the retention-related problems of these programs are based on the common lack of understanding of how these programs work; both the leaders' and the soldiers' lack of understanding.

We encourage you to file summary sheets and general information on these programs in this section or with other program documents. Regardless of where you choose to maintain it, the information should be readily available.

Because this information changes so often, we have chosen not to include it in this guide. Due to the financial impact on your soldiers however, it should be a major part of your information and interview programs.

BENEFITS AND PRIVILEGES

FACT	EVIDENCE	SUGGESTED BENEFIT														
Low-Cost Life Insurance (SGLI)	Up to \$35,000 coverage of Servicemen's Group Life Insurance. Coverage is automatic unless declined in writing; coverage for 24 hours every day while soldier remains in a paid drill status; premiums deducted from payroll. Coverage and premiums: <table><tr><td>\$ 5,000.00</td><td>\$.40 per month</td></tr><tr><td>\$10,000.00</td><td>\$.80 per month</td></tr><tr><td>\$15,000.00</td><td>\$1.20 per month</td></tr><tr><td>\$20,000.00</td><td>\$1.60 per month</td></tr><tr><td>\$25,000.00</td><td>\$2.00 per month</td></tr><tr><td>\$30,000.00</td><td>\$2.40 per month</td></tr><tr><td>\$35,000.00</td><td>\$2.80 per month</td></tr></table>	\$ 5,000.00	\$.40 per month	\$10,000.00	\$.80 per month	\$15,000.00	\$1.20 per month	\$20,000.00	\$1.60 per month	\$25,000.00	\$2.00 per month	\$30,000.00	\$2.40 per month	\$35,000.00	\$2.80 per month	Provides financial security for family if the soldier dies. Premiums are very low, and do not rise with the soldier's age. IMPORTANT: Soldiers should check their SGLI forms at least once each year! Whoever is listed as the beneficiary will receive the proceeds if the soldier dies. That is the law!
\$ 5,000.00	\$.40 per month															
\$10,000.00	\$.80 per month															
\$15,000.00	\$1.20 per month															
\$20,000.00	\$1.60 per month															
\$25,000.00	\$2.00 per month															
\$30,000.00	\$2.40 per month															
\$35,000.00	\$2.80 per month															
Post or Base Exchange Facilities (PX and BX)	One day's use of available exchange facilities for each UTA, day of active duty, and day of Annual Training. Family members may accompany the soldier in all facilities. The spouse may use all facilities using personal ID (driver license, Social Security Card, etc.) and the soldier's LES (Leave and Earnings Statement). The soldier must use entitlement within 6 months of the date earned.	High quality merchandises in PX/BX at substantial savings. Reduced prices in other exchange facilities (bowling alley, theater, etc.) Distant units can order the Army and Air Force Exchange System mail order catalog for individual and family use.														
Commissary Store Privilege	Available to the soldier and the spouse during active duty and Annual Training periods of more than 72 hours. Soldier needs orders and ID card; spouse needs orders including his or her name as the authorized agent or Statement of Privilege from the unit and a personal ID - not the soldier's ID card.	The military commissary is a supermarket for service personnel and their families. Substantial savings can be realized on grocery bills.														
Army Service Schools	Training in MOS, special job-related skills, NCOES, and in special functions.	Increased skill, and points for promotion and retirement.														
Army Correspondence Courses	Training for nearly every aspect of most MOSs, functional areas, and NCOES at no cost but time to study.	Increased skill and points plus many courses apply directly to civilian pursuits.														
Recreation Services	Many posts have camping, athletic, craft, and other facilities. ARNG use is not guaranteed.	Substantial savings can be realized when facilities are available and used.														

FACT	EVIDENCE	SUGGESTED BENEFIT
Space Available Travel (Space "A")	Travel military aircraft in the U.S., Alaska, Hawaii, and Puerto Rico (soldier only). Soldier needs ID card, must be in Army Green uniform, check in at flight operations, present a completed DD Form 1853, and pay a nominal fee. Soldier should be ready to take a commercial flight at own expense if "bumped."	Immense savings to the soldier for recreational travel.
Retirement Benefits	Some at the 20 year retirement point; others at age 60. NOTE: Retirees can obtain information from active post Retired Services Liaison Office or State Military Personnel Office. All retirees are counseled during processing (approximately 60th birthday).	They add to the retiree's total retirement benefit package. For example: a. Increase certain cover-ages. b. Increase income. c. Reduce costs. d. Provide for survivor(s).
VGLI (after discharge)	Veteran's Group Life Insurance, a 5-year, non-renewable policy. Cost \$.85 per \$5,000 or \$5.95 for \$35,000 (monthly premiums).	
SGLI (after transfer to Retired Reserve)	Under 40 -- \$1.50 per \$5,000 or \$10.50 monthly for \$35,000 40-49 -- \$2.00 per \$5,000 or \$14.00 monthly for \$35,000 50-60 -- \$2.50 per \$5,000 or \$17.50 monthly for \$35,000 Coverage stops at age 60 or on receipt of first retirement check, whichever comes first.	
Retired Reserve Status	Transfer to Retired Reserve at age 60 means full retired status (same as all other active and reserve retirees): * Full exchange and commissary privileges * Certain medical and dental care * CHAMPVA coverage for spouse until covered by MEDICARE * Space "A" world-wide. (Spouse is included for OCONUS travel.)	

BECOMING AN OFFICER

Over the past several years, there has been a significant improvement in Army National Guard officer strength. Many factors have contributed to this growth. Among them, the Guard's officer recruiting and retention programs, dynamic officer training programs, and the basic challenge of serving as an officer in the Army National Guard.

Officer shortages still exist, while they are not as severe as they were in the past. In some geographical areas, and in certain professional and technical skills, the shortages are cause for concern. There is also a continuing need for quality officers to replace those who are promoted, separated, or retired.

The Army National Guard, in seeking new officers, places its main emphasis on quality. In terms of officer potential, "quality" includes enthusiasm, education, intelligence, integrity, character, experience, aptitude, and many other measures. The most indispensable quality or measure, and one that includes all of those listed above, is leadership. The Army National Guard faces bigger challenges today than ever before in its history. It needs many men and women who possess the qualities and potential to become officers, and to lead the way in meeting those challenges.

Every Army National Guard leader should identify, encourage, and assist soldiers with the requisite qualities to gain commissioned status. In this regard, commanders are crucial leaders: they can shape the future quality and strength of the officer corps by selecting and recommending outstanding soldiers for officer training programs. The unit commander is in the position to personally observe every soldier in the unit, and to assess each one's potential to become an officer.

Basically, there are two programs that train and develop Army National Guard officers: Officer Candidate School (OCS), and the Reserve Officer Training Corps (ROTC) conducted by the Army.

● OCS --

The primary source of new ARNG lieutenants, OCS is available at each State's military academy, and at Fort Benning, Georgia. Qualified individuals may attend either one.

OCS provides qualified soldiers the opportunity to earn a commission without having a baccalaureate degree, although a degree must be obtained within a stated period after commissioning. (Current Army goals will one day require a degree before a commission is granted.) Additionally, when choosing to attend the State OCS, they can earn their commissions while drilling at the academy instead of with their units.

● ROTC --

Many soldiers are attending colleges and universities that offer ROTC. Those who demonstrate the desired leadership qualities and potential should be encouraged to pursue a commission through the ROTC program.

The Simultaneous Membership Program (SMP) permits qualified personnel to serve concurrently as officer trainees (in pay grade E5) while enrolled in

Advanced ROTC. SMP members gain the benefit of applying their ROTC training immediately, and are paid ARNG and ROTC entitlements. Given current trends in education costs, this last item is an important personal benefit to SMP members and their families.

ARNG soldiers who have completed Basic Training enter directly into Advanced ROTC -- Military Science-III (MS-III) -- perhaps as early as the freshman year. When the SMP member successfully completes MS-III and MS-IV, a commission as an Army National Guard Second Lieutenant can be issued.

Your State Military Personnel Office, State Military Academy, and the Professor of Military Science at the nearest ROTC unit can provide specific details on the ROTC and Simultaneous Membership Programs.

Periodically, there are other programs offered, and they are all subject to change. As you learn of new and changed programs, keep the information available so that you may provide quality counseling to quality soldiers.

ARMY NATIONAL GUARD (Nonregular) RETIREMENT

Soldiers who complete 20 satisfactory (good) years receive letters establishing non-regular retirement eligibility. Army National Guard soldiers earn retirement points in many ways. Points and good years from all other components are also creditable. Those who understand this system will gain more benefit from it.

- Each retirement year must have 50 points to count as a good year, and partial years also count. You earn points as --
 - Active duty points for Active Duty, Extended Active Duty, Active Guard/Reserve, Active Duty for Training, Full-Time Training Duty, and Annual Training (all, with or without pay). NOTE: AT is not required to make a good year, and State Active Duty is not creditable for any points.
 - Inactive duty points for training assemblies (UTA, MUTA, ATA, and AFTP), recruiting, and other activities per AR 135-180 and NGR 640-1. NOTE: only 60 IDT points per year are used to compute retired pay under current law, but all points earned should be recorded on appropriate records.
- Points are credited using these guidelines. (See AR 135-180 and NGR 640-1.)
 - One point per day of paid and unpaid active duty of any type.
 - One point per paid and unpaid assembly of any type. Limit -- 2 per day.
 - One point per 3 credit hours of subcourses; one per recruit; etc.
 - 15 membership points per retirement year.
- A Supplemental Retirement Credit Record should be used to support miscellaneous points entered on NGB Form 23 (Retirement Credit Record). Each soldier should check these forms at least once each year.
- For nonregular retirement, the soldier must have served "the last eight years" in any one or more of the reserve components.
- Nonregular retirement is in the highest grade satisfactorily held (commissioned and enlisted for 6 months or 185 days; warrant officers for 31 days). These days need not be served consecutively, nor just prior to retirement.
- A letter of "Notification of Eligibility for Retired Pay at Age 60" must be issued within one year after completing 20 good years (10 USC 1331(d) and AR 135-180). Do not let your soldiers leave before they receive theirs.
- After they receive their letters, help them make their SBP election.
- Qualified soldiers leaving the Guard should transfer to the USAR Control Group (Retired); they will keep an ID card and, about 6 months before their 60th birthdays, they will automatically receive retirement application and pay forms from the Cdr, RCPAC. Individuals not in the Retired Reserve must remember to apply: retired pay is not automatic; it **MUST BE APPLIED FOR**.
- Retirement points are a potential paycheck for every soldier. Each point must be treated as though it will be used for next month's paycheck.
- The next page shows the method and rules used to compute nonregular retired pay. Note that you must use this with the word "approximate."

RETIRED PAY COMPUTATION FORMULA (AR 135-180)

Nonregular retired pay is based on "years for percentage purposes" and years of service creditable for pay. The personnel center of the component that will pay the retiree will compute the exact amount to be paid. To compute the approximate amount of retired pay to which the soldier will be entitled:

STEP	TASK	ANSWER
1.	Count all <u>creditable</u> (60 per year) inactive duty points. (NOTE: IDT points (specifically for subcourses) earned on a full year of active duty, are not creditable.)----- enter	_____
2.	Count all active duty points ----- enter	_____
3.	Add steps 1 and 2. (NOTE: The total number of points in any one year cannot exceed 365 or 366.)----- enter	_____
4.	Determine the "years for percentage purposes:" divide the answer in step 3 by 360 (the days in a military pay year).	
	Computation: $\begin{array}{r} \text{_____} \\ 360 \overline{) \text{_____}} \\ \text{_____} \\ \text{_____} \\ \text{_____} \end{array}$ ----- enter	_____
5.	Determine the percentage of monthly base pay that is payable for each "year" from step 4 (limit is 75%): multiply the answer in step 4 times $2\frac{1}{2}\%$ (.025).	
	Computation: $\begin{array}{r} \text{_____} \\ \times \text{.025} \\ \hline \text{_____} \end{array}$ (answer from step 4) ----- enter	_____ %
6.	Use the soldier's (anticipated) retired pay grade and years of service creditable for pay to determine, from the Military Pay Tables in effect on the soldier's 60th birthday, or other date, to determine the full monthly rate. ----- enter	\$ _____
7.	Multiply the answer from step 6 ----- \$ _____ by the answer from step 5 (a percentage) ----- _____ to determine the approximate monthly retired pay----- \$ _____	

FHA HOME MORTGAGE INSURANCE PROGRAM (also called the FHA-VA program)

HUD (the Department of Housing and Urban Development) administers the Federal Housing Administration Home Mortgage Insurance Program for qualified veterans. These loans require smaller down payments than do many other mortgage programs, and are available to many Army National Guard soldiers.

Generally, this program provides three benefits. First, it allows the soldier to buy a home with a relatively small investment. Second, the lender has the mortgage insurance as a guarantee of repayment, thus giving the soldier's mortgage request a more favorable consideration. Third, the soldier will usually receive a lower than current market interest rate.

● Eligibility

Any veteran, or current ARNG soldier, who had 90 or more consecutive days of active duty (AD, AGR, ADT, FTTD, etc.) for which a Report of Separation or Discharge was issued. (Those with VA Loan Guarantee are not eligible.)

● Personal Investment Required

<u>Total Cost of Home</u>	<u>Investment</u>
\$25,000 or less	\$200
Over \$25,000, but not over \$89,500	\$200 plus 5% of the amount over \$25,000
Over \$89,500	\$200 plus 5% of the next \$64,500, plus all of the amount over \$89,500

● Interest

At the FHA rate in effect on the date the mortgage is signed.

● Type of Dwelling

Applies only to single-family homes.

● Application

The lender submits VA Form 26-8261a to the VA along with the soldier's proof of qualifying service -- usually DD Form 214. If the soldier is qualified, the VA will then issue VA Form 26-8261 (Certificate of Veteran's Status).

- Members should be cautioned against paying money "down," or "earnest money," which they may not be able to recover if their applications are not approved.

STATE BENEFITS

Use this section to file your notes and information on State benefits and programs that are not covered elsewhere.

RETENTION PROGRAM CHECKLIST

ARE YOU?

- Scheduling and conducting interviews?
- Ensuring that interview results are posted?
- Using qualified additional duty retention NCO(s) and the chain of command?
- Using your organizational Retention NCO(s), (battalion, brigade, etc.)?
- Using your full-time Area and State Retention NCOs?
- Ensuring that your officers, NCOs, and other leaders are involved in and supporting your retention program?
- Using leadership personnel at all levels to conduct interviews?
- Knowledgeable about your retention and attrition rates?
- Periodically reviewing your retention program directive?
- Discussing your accession needs with your supporting recruiter?
- Actively soliciting your soldiers for quality leads to give to your supporting recruiter?
- Conducting a year-round retention information and awareness program? In it, have you provided for --
 - Information for your soldier's families?
 - A retention information bulletin board, or a section of a board?
 - The criteria for extension and immediate reenlistment?
 - A recognition program (decorations, awards, certificates, etc.)?
 - An Employer Support Program?
 - A community support and involvement program?
- Means to inform your soldiers and their families of opportunities and benefits available to them, such as training courses, options, incentives programs, career development information, promotion requirements, AGR tours, slots available in other units, new benefits information -- both State and Federal --, officer training programs, and so on?
- A tie-in to the State/Command Information Program and awareness items, such as the GUARD AWARE handbook?
- Means to keep leaders informed of changes to the retention program and related programs?

Caring for the personal and professional needs of your soldiers and their families, such as --

Ensuring that they are fully oriented on, and integrated into, the unit? (Sponsorship and Orientation Programs -- both for soldiers and family members.)

Making sure that they receive initial and replacement clothing and equipment items in a timely manner?

Providing good meals on time and in a good atmosphere (when possible)?

Ensuring that personnel and administrative actions are accomplished promptly and correctly, such as ID card issue and replacement, payroll processing, bonus payments, training applications, promotions, MOS awards, decorations, awards, badges, certificates, and other awards, etc.?

Encouraging continued military and civilian education and training?

Encouraging and helping high quality soldiers to obtain a commission or warrant?

Involving your soldiers' families and employers with the unit?

Providing periodic leadership, performance, and career counseling?

Conducting fair and equitable ET, excused absence, promotion, assignment, awards and decorations, and other personnel management programs?

Challenging your soldiers through, dynamic, well-planned, and balanced training programs of individual skill, collective, and career development training?

Identifying and barring or eliminating substandard, nonproductive, and nonparticipating soldiers after trying to re-involve them in the unit?

Aggressively attempting to identify, eliminate and prevent the causes of non-ETS losses?

Asking your good soldiers to stay?

RETENTION

Are you making it happen?

Are watching what's happening?

Are you wondering what's happening?

Good leaders, whether Corporal, Captain, or Colonel, make retention happen, yet few, if any, people can say why. Retention is a personal decision for every soldier. Each one's decision is based upon a different set of facts, feelings, and perceptions. Your personal involvement may be a key ingredient, and it is always important. Make it a key ingredient of your retention program.

ARE YOU INVOLVED?

NOTES

Make or file your notes here. Use this section to write down or file anything that will help you conduct a quality retention program for quality soldiers.